



JOHN L. SCOTT, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



August 8, 2014

The Honorable Gloria Molina  
Supervisor, First District  
County of Los Angeles  
856 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisor Molina:

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT'S  
RESPONSE TO THE RECOMMENDATION TO WITHHOLD PAYMENT  
FOR LAW ENFORCEMENT SERVICES PROVIDED TO THE  
UNINCORPORATED AREAS OF LOS ANGELES COUNTY**

This letter is in response to your staff's notification to Acting Auditor-Controller John Naimo on July 23, 2014, wherein you recommended to withhold payment of \$2 million for law enforcement services provided by the Los Angeles County Sheriff's Department (Department) to the unincorporated areas of Los Angeles County (County).

We respectfully disagree with your request. Your findings do not accurately reflect the law enforcement services provided to the unincorporated communities. We do not provide law enforcement services based on a specific Supervisorial District (District), instead we provide quality law enforcement services to everyone in all unincorporated areas of the County by dedicated patrol stations.

On March 19, 2013, the Board approved a motion that specifically designated a Department Budget Unit for Unincorporated Patrol Services. Given that this was a new and unfamiliar process, the Department met frequently with the County's Chief Executive Officer (CEO), Auditor-Controller, and Board members' staff to develop procedures that would reflect service levels and associated costs for the unincorporated areas of the County. Collectively, we created a system of invoicing that was similar to the billing procedures used for contract cities. This system was approved by all Board offices, with the exception of your District. Your staff indicated that they wanted their

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own invoicing system that specifically reflected daily service levels. Your staff also wanted a flat hourly billing rate for the service delivered in your District, regardless of the position or level that performed the service. The Auditor-Controller's Office was not in favor of this flat rate.

In the spirit of compromise and transparency, the Department agreed to use this flat rate and to also create a separate invoicing process for the Department's stations that patrol the unincorporated areas of the County in your District. This process did not change the manner in which we deployed deputies or provided service. It was simply a different way to display the same information that the Department routinely reports to all Board offices via the Unincorporated 575 Report. As the Department provided information relative to the daily delivery of service, your staff observed that service levels vary day to day. They further added that it was your intention to reduce the Department's Unincorporated Patrol Services Budget if the Department ever provided more service than a "daily average" target. The Department did not change the way of deploying services based on this "daily average." A compromise on this issue would have jeopardized public safety in the unincorporated communities of the County. The Department responds to and patrols the unincorporated areas of the County regardless of the invoicing "daily average" rate. Crime fluctuates and the Department needs the flexibility to respond to the needs of the community.

Concurrent with this new invoicing process that started in July 2013, your office began an audit of law enforcement services provided by the Department's stations that patrol unincorporated areas of the County in your District. This audit, conducted by your staff and auditors assigned to the Auditor-Controller's Office was comprehensive. It included random on-site station inspections, reviewing deputy logs, and monitoring monthly service levels. Although comprehensive, this entire audit process was inconsistent and included many different audit personnel that used very different and sometimes inaccurate methodologies to interpret how the Department's law enforcement services were delivered.

To accommodate your audit, the Department's Contract Law Enforcement Bureau spent many hours with staff from your office and the Auditor-Controller's Office, and provided more than 5,000 documents to the auditors.

The audit accurately concluded that newly promoted sergeants had occasional patrol log errors, representing less than a 1 percent error rate. More importantly, it validated that the Department provided the agreed upon service levels to the unincorporated communities of your District, albeit not within a "daily average", but instead on both a monthly and annual basis.

Additionally, your staff indicated that "part of the reason for rejecting a large portion of the billing" was because the Department failed to provide a dedicated patrol car for the

Walnut Park unincorporated community. The Department's Contract Law Enforcement Bureau successfully demonstrated to the auditors that during the time period in question, the Walnut Park community received more than 23 hours of law enforcement service a day.

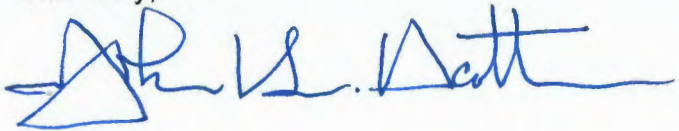
In your staff's memo to Mr. Naimo, the assumption related to parking enforcement is inaccurate. We do not use the Unincorporated Patrol Service Budget to fund parking enforcement operations in the unincorporated areas of the County.

The Department provided law enforcement services in compliance with the targeted number of annual patrol minutes, making the withholding of more than \$2 million unwarranted. We disagree with your conclusion and request that our Unincorporated Patrol Services Budget be fully reimbursed.

As always, we are available to your staff along with the auditors from the Auditor-Controller's Office to provide any additional documentation or explanation regarding the law enforcement services provided to the unincorporated communities of the County.

Should additional information be requested, your staff may contact Division Director Glen Dragovich, Administrative and Training Division, at (323) 526-5191.

Sincerely,

A handwritten signature in blue ink, appearing to read "John L. Scott", is written over a light blue rectangular background.

JOHN L. SCOTT  
SHERIFF